

**Innovation Name:** DHS Self-Service Customer Area 6S\*

**Start Date:** 12/1/2019

**Who's Involved:** Enola Trusty and Shae Ortega

**End Date:** 3/7/2020

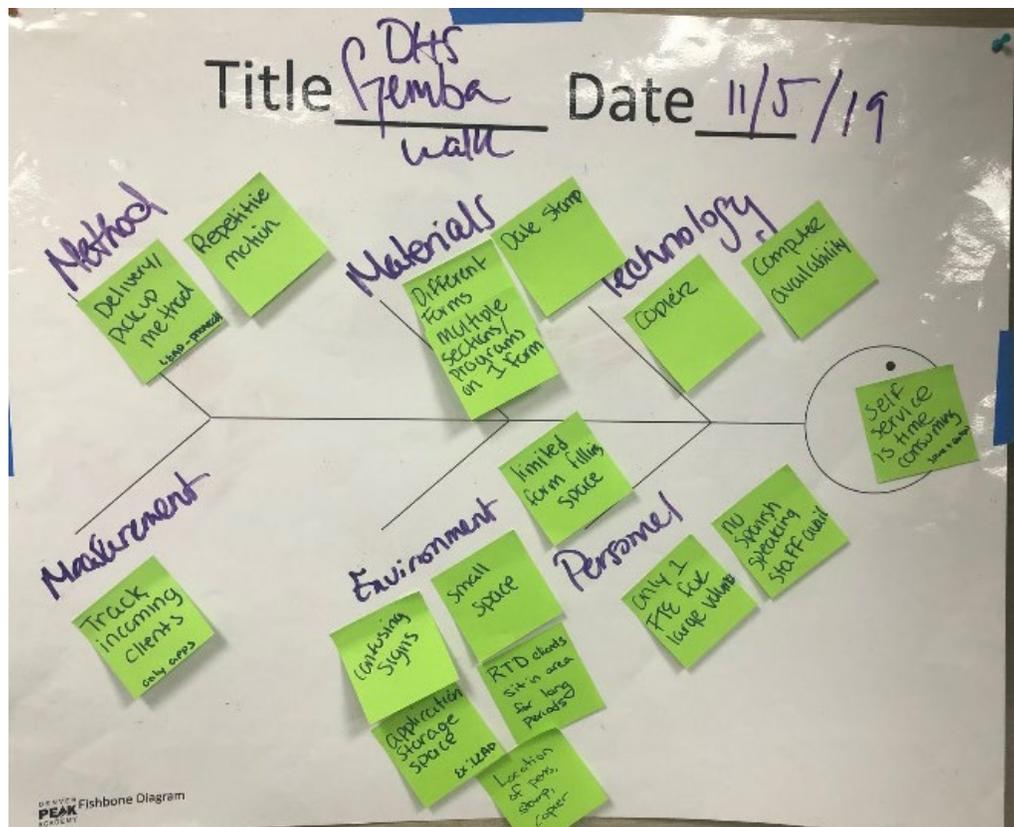
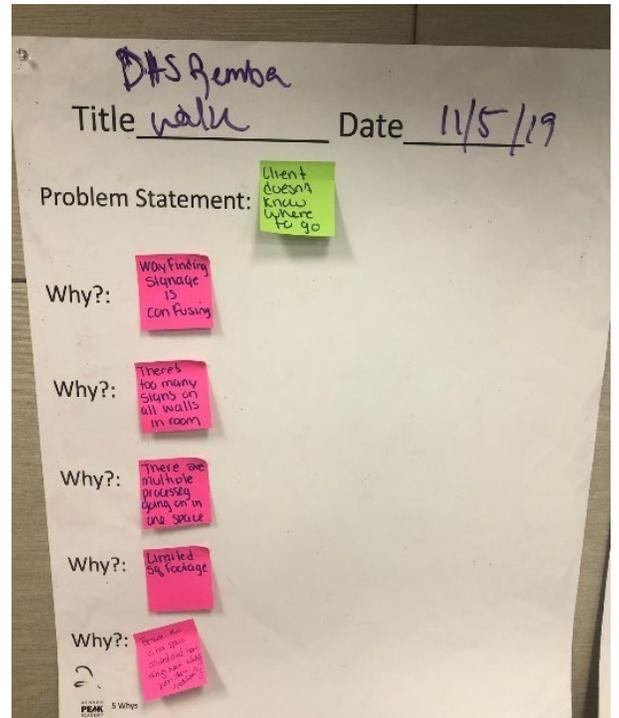
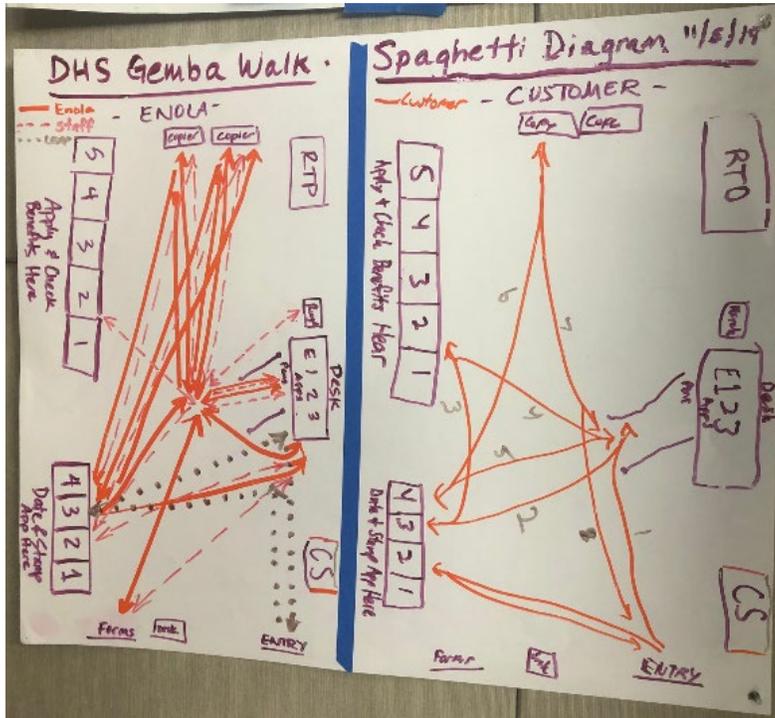
*\*Example modified from real innovation*

<b>Why Change is Needed</b>		
<p>At DHS, our mission is to help our clients navigate social and economic pressures by connecting them to services. Currently, some of our clients access these services by submitting documentation in the self-service room. However, the current layout does not support the client's needs. Customers must walk across the room many times to complete a single transaction, resources are not readily available causing unnecessary printing, and it can be difficult for people with mobility issues to navigate. This layout results in the area being minimally self-service with over 97% of guests requiring assistance from a single DHS staff member. If we work together to improve the layout of the self-service room, we can ensure clients have a seamless experience where they are empowered to meet their needs.</p>		
	Current State (CS) Costs	Future State (FS) Costs
  Qualitative (Feelings)	<p>Customers are confused on how to access the resources they need and frustrated by long wait times. Staff is stressed out having to serve a large number of customers.</p>	<p>Customers are happy with a straightforward and easy experience. Staff is not stressed by the number of customers they need to serve.</p>
 Money	<p><b>Soft Costs:</b> \$18.54/hr DHS staff</p> <p><b>Hard Costs:</b> \$0.05/printed page</p> <p><b>Customer Soft Costs:</b> \$25/hr</p>	<p><b>Soft Costs:</b> \$18.54/hr DHS staff</p> <p><b>Hard Costs:</b> \$0.05/printed page</p> <p><b>Customer Soft Costs:</b> \$25/hr</p>
 Errors	<p><b>Equity Errors:</b> 100% of customers with mobility aids and strollers have difficulty navigating the space (14% of customers impacted)</p> <p><b>Operational Errors:</b> 3% self-service</p>	<p><b>Equity Errors:</b> 0% of customers with mobility aids and strollers have difficulty navigating the space (14% of customers directly benefit)</p> <p><b>Operational Errors:</b> 50% self-service</p>
 Amount	<p>200 pages printed/day 300 customers/day</p>	<p>75 pages printed/day 300 customers/day</p>
 Time	<p><b>Staff Time:</b> 7 hours/day helping customers</p>	<p><b>Staff Time:</b> 4 hours/day helping customers</p>

# Peak Innovation Form

	<b>Customer Time:</b> 8 minutes/customer (time spent completing entire self-service transaction)	<b>Customer Time:</b> 4 minutes/customer (time spent completing entire self-service transaction)
Yearly Cost (Annualized)	<b>Soft Cost Calculation:</b> 7 hrs/day x 1 staff member x \$18.54/hr = \$129.78/day x 260 working days/yr = \$33,742.80 staff time	<b>Soft Cost Calculation:</b> 4 hrs/day x 1 staff member x \$18.54/hr = \$74.16/day x 260 working days/yr = \$19,281.60 staff time
	<b>Hard Cost Calculation:</b> 200 pages/day x \$0.05/page = \$10/day x 260 working days/yr = \$2,600 printing costs	<b>Hard Cost Calculation:</b> 75 pages/day x \$0.05/page = \$3.75/day x 260 working days/yr = \$975 printing costs
	<b>Customer Cost Calculation:</b> 8 min/customer = .133 hrs/customer .133 hrs/customer x 300 customers/day = 40 hrs/day x \$25hr= \$1,000/day x 260 working days/yr= \$260,000 customer time	<b>Customer Cost Calculation:</b> 4 min/customer = .067 hrs/customer .067 hrs/customer x 300 customers/day = 20 hrs/day x \$25hr= \$500/day x 260 working days/yr= \$130,000 customer time
Yearly Savings (CS Cost – FS Cost)	Calculation: \$33,742.80 - \$19,281.60 = \$14,461.20 (Soft Cost Staff Savings) \$2,600 - \$975 = \$1,625 (Hard Costs Savings)  Total = \$16,086.20	
Yearly Savings to Customer (Value of Customers Time)	Customer Savings Calculation: \$260,000 - \$130,000 = \$130,000 Total	

## Gap Analysis – What holds us back from our Future State?



The space is confusing to the customers, it is laid out in a way that causes excessive motion, and there are multiple factors in the room that contribute to a time-consuming process for customers.

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✓	Waste Observed (Check All that Apply)	✓	Waste Observed (Check All that Apply)
<input type="checkbox"/>	Defects	<input type="checkbox"/>	Transportation
<input type="checkbox"/>	Overproduction	<input checked="" type="checkbox"/>	Inventory
<input checked="" type="checkbox"/>	Waiting	<input checked="" type="checkbox"/>	Motion
<input checked="" type="checkbox"/>	Non-Utilized Talent/Things	<input checked="" type="checkbox"/>	Excessive Processing

## Brainstorming

If we...	Then we...	Experiment Outcome
Move the printer	Eliminate a lot of back and forth movement across the room	Success – printer move reduced motion
Move the self-service room to a larger area in building	Will have more space for people to move around room	Did not implement – no reasonable alternative spaces
Eliminate confusing signage and improve remaining signage directing people to correct forms	Will reduce duplicate printing	Partial success – signage changes reduced some duplicate printing but there is still some confusion
Hire additional staff	Will have more people on-hand to direct customers and answer their questions, reducing their wait times	Did not implement – no available budget
Eliminate queuing line	Help people understand that they can follow the steps and don't need to stand in line	Partial success – lines are reduced. However, regular customers are used to lining up and have continued to do so. Over time we expect a culture shift to improve this

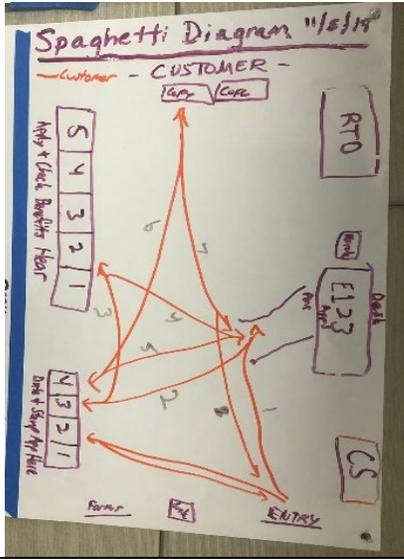
## Action Plan (What Did You Do?)

Action Item	Assigned To	Due Date/Date Completed
Gemba walk and complete time study	Enola	12/1/2019
Draft proposed layout of room	Enola and Shae	12/20/2019
Submit proposal for approval	Enola and Shae	12/20/2019
Submit implementation requests	Shae	1/20/2020

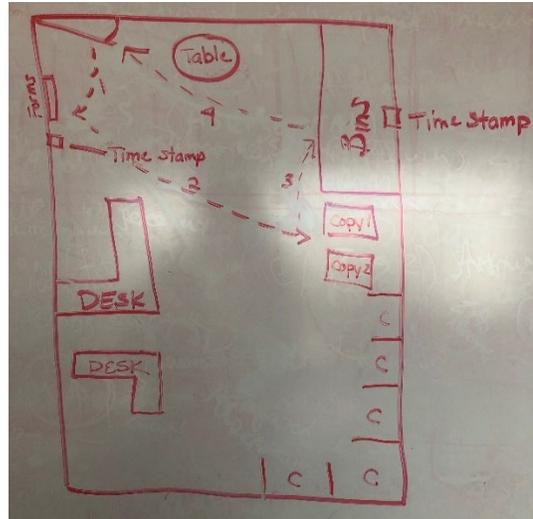
Move copier	DHS Facilities Team	2/15/2020
Update signage	DHS Marketing Team	2/21/2020
Make minor adjustments to room to finalize	Enola	3/7/2020

## Please Add Photos or Screenshots of What You Did

Before:



After:



## Results (How is Everyone Better Off?): 1-2 Sentences

Did a complete 6S of the existing space to make it easier for customers to navigate. Re-arranged materials to improve room flow, eliminated and improved signage. As a result, there is much less motion waste as people move back and forth across the room, and a larger number of people are able to complete what the need without help (truly self-service).

## Results: Updated Metrics

Metric	Current State	Future State	30 Day	60 Day	90 Day
Qualitative	Confusion, stress	Happy, stress-free	Happier, reduced stress	Pending	Pending
Money	<p><b>Soft Costs:</b> \$18.54/hr DHS staff</p> <p><b>Hard Costs:</b> \$0.05/page</p> <p><b>Customer Soft Costs:</b> \$25/hr</p>	<p><b>Soft Costs:</b> \$18.54/hr DHS staff</p> <p><b>Hard Costs:</b> \$0.05/page</p> <p><b>Customer Soft Costs:</b> \$25/hr</p>	<p><b>Soft Costs:</b> \$18.54/hr DHS staff</p> <p><b>Hard Costs:</b> \$0.05/page</p> <p><b>Customer Soft Costs:</b> \$25/hr</p>		

Errors	<p><b>Equity Errors:</b> 100% customers with mobility aids and strollers have difficulty in space</p> <p><b>Operational Errors:</b> 3% self-service</p>	<p><b>Equity Errors:</b> 0% customers with mobility aids and strollers have difficulty in space</p> <p><b>Operational Errors:</b> 50% self-service</p>	<p><b>Equity Errors:</b> 15% customers with mobility aids and strollers have difficulty in space</p> <p><b>Operational Errors:</b> 75% self-service</p>		
Amounts	200 pages/day 300 customers/day	75 pages/day 300 customers/day	125 pages/day 300 customers/day		
Time	<p><b>Staff Time:</b> 7 hours/day helping customers</p> <p><b>Customer Time:</b> 8 minutes/customer</p>	<p><b>Staff Time:</b> 4 hours/day helping customers</p> <p><b>Customer Time:</b> 4 minutes/customer</p>	<p><b>Staff Time:</b> 5 hours/day helping customers</p> <p><b>Customer Time:</b> 6 minutes/customer</p>		
Yearly Cost	<p><b>Soft Cost:</b> \$33,800 staff time</p> <p><b>Hard Cost:</b> \$2,600 printing</p> <p><b>Customer Cost:</b> \$260,000 customer time</p>	<p><b>Soft Cost:</b> \$19,250 staff time</p> <p><b>Hard Cost:</b> \$975 printing</p> <p><b>Customer Cost:</b> \$130,000 customer time</p>	<p><b>Soft Cost:</b> \$24,100 staff time</p> <p><b>Hard Cost:</b> \$1,625 printing</p> <p><b>Customer Cost:</b> \$195,000 customer time</p>		

## Lessons Learned

What Went Well (+)	What Didn't Go Well/Needs Changed (Δ)
<ul style="list-style-type: none"> <li>• Staff collaborated well to identify root cause and solutions</li> <li>• Customers have provided positive feedback</li> <li>• Walking through process lent insight to future opportunities for improvement</li> </ul>	<ul style="list-style-type: none"> <li>• It took longer to implement than expected</li> <li>• Before they reach the self-service room, some customers are told they have to see the self-service staff member to apply for benefits. So even with improved 6S some customers don't self-serve. May be opportunity to create standard work and cross-train other staff in the future</li> </ul>

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**Additional Innovation Notes Here**